



Annual Report and Plan for Community Benefit
Marin General Hospital
Fiscal Year 2017 (January 1, 2017 – December 31, 2017)

Submitted to:
Office of Statewide Health Planning & Development
Healthcare Information Division
Accounting and Reporting Systems Section
Sacramento, California

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About the Organization

Marin General Hospital (MGH) opened in 1952 as a tax-exempt and locally governed hospital. MGH is a full-service, 235-bed acute care hospital in Marin County. Its major services include: trauma care, cardiac, and neurological surgery programs, inpatient pediatric program, comprehensive cancer care services, primary stroke center, accredited chest pain center, and acute inpatient psychiatric services.

As Marin's Healing Place, Marin General Hospital is dedicated to caring for all people in Marin, including the underserved and uninsured. Our commitment to the community goes well beyond healing the sick: we want to help the people we serve stay healthy and well. To that end, we offer innovative programs such as the Braden Diabetes Center, which helps people with diabetes manage their conditions effectively and enjoy a better quality of life. Our Center for Integrative Health & Wellness offers integrative treatment modalities to promote relaxation and activate the body's innate healing powers. We also hold lectures and seminars on disease and injury prevention. In addition, we provide information and referrals to services in the community to help individuals manage and maintain their health and well-being.

Our Mission

To provide exceptional healthcare services in a compassionate and healing environment.

Our Vision

To exceed each community member's highest expectations for quality healthcare.

Marin General Hospital provides excellent care that responds to the needs of the community. As a result, MGH is honored to have received the following awards in 2017:

- Seven 5-star ratings and the Stroke Care Excellence Award from Healthgrades
- Get with the Guidelines Stroke Gold Plus Quality Achievement Award from the American Heart/Stroke Association
- 3-Year Accreditation with Commendation & Outstanding Achievement Award from the Commission on Cancer
- Chest Pain Center Accreditation from the Society of Cardiovascular Patient Care
- Baby Friendly Designation from the United Nations International Children's Fund
- Healthiest Employers from the Bay Area Healthiest Employers

Organizational Structure

Marin General Hospital (MGH) is a nonprofit community hospital, owned by the Marin Healthcare District, a publicly elected body. The Marin Healthcare District owns the hospital facility buildings and land and leases the facilities to the Marin General Hospital Corporation, which owns the license and the business and employs hospital staff. The hospital is governed by a volunteer board of directors, comprised of local business and civic leaders, as well as members of the medical staff. They are responsible for setting policy on patient care operations, finances and community benefit. They have reporting requirements to the Marin Healthcare District.

At MGH our focus remains firmly on improving the health of the people of Marin County. As a nonprofit organization, there are no shareholders who benefit from our financial surpluses. Instead, we reinvest our surpluses into the community with new program implementation, advanced technology, community services, and building projects.

Board of Directors

Lee Domanico, Chief Executive Officer

Joseph C. Euphrat

Davdi Hill, Vice Chair

Ann Kao, MD

Paul Kirincic, Chairman

Denise Lucy, EdD

Gene Marie O'Connell, RN, MS

Robert Peirce, Treasurer

Mara Perez, PhD

Walther B. Rose

Steven A. Schroeder, MD

Andreas Schultz, Secretary

Timothy Sowerby, MD

Community Benefit Oversight

The Chief Executive Officer is the champion for the overall Community Benefit program, and the Vice President, Marketing & Communications provides strategic planning and implementation support. Marin General Hospital convenes a Community Benefit Advisory Committee, which meets on a quarterly basis to review and discuss community benefit requests and opportunities, and offer strategic guidance. The committee is made up of members from Marin General Hospital administration, the Marin General Hospital Board of Directors, and the Marin Healthcare District Board of Directors.

Jon Friedenbergh, Chief Operating Officer, Marin General Hospital

Joel Sklar, MD, Chief Medical Officer, Marin General Hospital

Mara Perez, PhD, Marin General Hospital Board of Directors

Jennifer Rienks, PhD, Marin Healthcare District Board of Directors

Jamie Maite, Vice President, Marketing & Communications, Marin General Hospital

Our Community

Marin General Hospital is located at 250 Bon Air Road, Greenbrae, CA 94904. The service area comprises all of Marin County and includes the cities of: Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael, Sausalito, Tiburon, and the coastal towns of Stinson Beach, Bolinas, Point Reyes, Inverness, Marshall, and Tomales. Marin County is a healthy and affluent county. However, Marin County has an aging population with substantial disparities in socioeconomic status. These issues present challenges for the health of Marin County residents. The following demographic and socioeconomic data provide an overview of the Marin County population.

Marin County and California Demographic and Socioeconomic Data¹		
Indicator	Marin County	California
<i>Demographic and Socioeconomic Information</i>		
Total Population	254,643	37,659,180
Median Age	44.8 years	35.4 years
Under 18 Years Old	20.6%	24.5%
Over 65 Years Old	17.6%	11.5%
White	79.4%	62.3%
Hispanic/Latino	15.5%	37.9%
Some Other Race	7.9%	12.9%
Asian	5.6%	13.3%
Multiple Races	3.7%	4.3%
Black	2.9%	6.0%
Native American/Alaskan Native	0.3%	0.8%
Pacific Islander/Native Hawaiian	0.2%	0.4%
Median Household Income	\$90,839	\$61,094
Unemployment ²	4.2%	7.4%
Linguistically Isolated Households	4.8%	10.3%
Households with Housing Costs > 30% of Total Income	43.8%	45.9%

The key drivers of health are income, education and health insurance. While Marin County compares well with the State, there are vulnerable subpopulations whose health status is most at risk.

<i>Key Drivers of Health</i>	Marin County	California
Living in Poverty (<200% FPL)	19.4%	35.9%
Children in Poverty (<200% FPL)	17.8%	47.3%
Age 25+ with No High School Diploma	7.6%	18.8%
High School Graduation Rate ³	91.4%	80.4%
3 rd Grade Reading Proficiency ⁴	66.0%	45.0%
Percent of Population Uninsured	8.9%	17.8%
Percent of Insured Population Receiving Medi-Cal/Medicaid	9.5%	19.2%

¹ Unless noted otherwise, all data presented in this table is from the US Census Bureau, 2009-2013 American Community Survey 5-Year Estimate.

² US Department of Labor, Bureau of Labor Statistics, June 2015.

³ California Department of Education, 2013.

⁴ Standardized Testing and Reporting (STAR) Results, 2010-11 and 2012-13, from California Department of Education, Accessed via kidsdata.org, 2013.

Community Health Needs Assessment (CHNA)

State and federal regulations require nonprofit hospitals to conduct a Community Health Needs Assessment (CHNA) at least once every three years. As part of the CHNA, each hospital is required to collect input from designated individuals in the community, including public health experts as well as members, representatives or leaders of low-income, minority, and medically underserved populations.

Marin General Hospital worked in partnership with the Healthy Marin Partnership (HMP) and Marin County Health and Human Services to complete the 2016 CHNA. HMP includes participation by the acute care hospitals in Marin County and has conducted the triennial Community Health Needs Assessments for Marin County to identify and address key countywide issues. To build healthier communities, HMP uses the CHNA process to bring together countywide partners to identify and prioritize health needs in Marin County.

The 2016 CHNA examined up-to-date data sources to describe the service area and used interviews and focus groups to obtain information and opinions from persons who represent the broad interests of the community served by the hospital.

Priority Health Needs

Signification health needs were identified and prioritized as part of a community convening coordinated by the Healthy Marin Partnership. The community convening engaged more than 30 community residents, public health experts and community leaders. After a review of the secondary data collection, and results of the key informant interviews and community focus groups, residents and community leaders in Marin County prioritized the community health needs:

1. Mental health
2. Substance abuse
3. Access to healthcare/medical homes/healthcare coverage
4. Socioeconomic status (income, employment, education level)
5. Healthy eating and active living (nutrition/healthy food/food access/physical activity)
6. Social supports (family and community support systems and services; connectedness)
7. Cancer
8. Heart disease

The complete Community Health Needs Assessment can be accessed at <https://www.maringeneral.org/about-us/community-benefit>.

Marin General Hospital Community Benefit Services

Community benefit services promote health and healing and focus on addressing the identified unmet health needs of the community. For a program or service to be considered a community benefit it must: improve access to healthcare; or enhance the health of the community; or advance medical or healthcare knowledge; or reduce the burden of government or other nonprofit community efforts.

In FY2017, Marin General Hospital provided community benefit activities and programs within its service area that reached over 20,000 persons. A summary of these activities follows.

Community Health Improvement Services

Activities carried out to improve community health, available to the public, which address a community need.

Activity/Event	Description	Recipients
Breastfeeding Telephone Support Line	Free education, counseling and breastfeeding support.	Breastfeeding women
Center for Integrative Health & Wellness (CIHW) Events	Education and support group events (yoga, healthy weight, Qi Dong, breast cancer support group, etc.).	General public
Community Dietary/Nutrition Telephone Support Line	Free advice line open to the community for nutrition information.	General public
Hands-Only CPR, AED and Stop the Bleed	Free education for CPR, automatic defibrillators and first aid.	General public
Low Cost Mammogram Day	Mammograms offered to underserved women.	Patients in need
National Nutrition Month and Nutrition Education	National Nutrition Month activities and nutrition education.	General public
Shuttle Program for Seniors	Free shuttle service for seniors in the Behavioral Health program.	Seniors in need
Smart Start Teen Driving	Driving safety program with the California Highway Patrol.	Newly or soon-to-be licensed teenage drivers
The Mom's Group	Free support group to the community that discusses newborn care, breastfeeding, parenting, etc.	General public
The New Father Class	Free class for new fathers to learn how to care for their newborns.	General public
Transportation	Transportation for underserved patients.	Patients in need

Health Professions Education

Education programs for physicians, nurses, nursing students, and other health professionals.

Continuing Medical Education

Free educational programs offered to providers in the Marin area which are open to any clinical MD or Nurse Practitioner serving our local patient community. Grand Rounds presented cases and offered analysis and discussions of treatment options.

Nursing Education

Marin General Hospital's registered nurses provided precepting for over 400 student nurses from local colleges and universities.

Other Health Professions

The hospital's health professions staff trained and directly supervised:

- Chaplaincy Residents
- Nutrition students
- Occupational Therapy interns in Behavioral Health
- Pharmacy students
- Rehabilitation students
- Respiratory Therapy students

We also provided training and continuing education to community physicians, nurses and other health professionals through *The Marin Series*, a series of conferences on trauma management, and a Falls Prevention Summit hosted at our facility.

Cash and In-Kind Donations

Funds and in-kind services donated to community groups and nonprofit organizations were provided. The hospital provides in-kind donations of meeting space to a number of nonprofit organizations and community groups. Contributions were made to nonprofit organizations that support community benefit efforts. The hospital also provided prescriptions at no cost to persons who could not afford to fill their prescriptions.

The hospital contributed over \$500,000 to fund community benefit grants that supported established community organizations to address priority significant health needs in the community. Our grant making program continued to serve many of Marin's most vulnerable residents through our community partnerships and financial support we provided to key organizations. A summary of funded programs is provided.

Marin General Hospital 2017 Grant Funded Programs

Organizations	Health Needs Addressed	Programs
Buckelew	Access to care Mental health Social supports	Grant purpose – Support Casa Rene, a short-term residential program for patients referred from County Psychiatric Emergency Services for further

Organizations	Health Needs Addressed	Programs
		<p>stabilization and treatment.</p> <p>Accomplishments – Casa Rene improved its occupancy rate from 72% in FY16, to 80% in FY17. Clients were referred to crisis planning or referred to outpatient services when appropriate. Casa Rene continues to focus on staff training to meet client needs, as well as an agency-wide update to technology infrastructure for better data gathering and usage.</p>
Coastal Health Alliance	Access to care	<p>Grant purpose – Increase access to dental care.</p> <p>Accomplishments – 2017 saw an increase in demand: the number of uninsured patients served rose to 214, up from 112 the prior year. The number of dental visits more than doubled: 659 in 2017, compared to 296 in 2016.</p>
Community Institute for Psychotherapy	Access to care Mental health	<p>Grant purpose – Provide mental health treatment for low-income families, adults and children.</p> <p>Accomplishments – provided 758 hours of mental health treatment to almost 40 patients. 2017 saw a 30% increase in “unusual occurrence” reports (i.e. threats or acting out against self or others), and dozens of involuntary psychiatric holds (5150s) – higher than any other single year. By working with private and public agencies, the necessary treatments and referrals were provided.</p>
Homeward Bound	Access to care Social supports	<p>Grant purpose – Provide respite care and transitional shelter to homeless individuals.</p> <p>Accomplishments – 53 persons were served and 88% were able to obtain housing or access to a permanent program. All program residents were linked to a medical home, enrolled in health insurance and avoided 565 avoidable hospital days.</p>
Marin Center for Independent Living	Access to care Social supports Cancer	<p>Grant purpose – provide benefits planning, advocacy and access to care as a core service to underserved clients.</p> <p>Accomplishments – 180 individuals were served by this grant. 50 breast cancer patients received benefits counseling. Eight outreach meetings and community forums were held, 63 clients were referred to other agencies.</p>
Marin Community Clinics	Access to care Healthy eating and active living	<p>Grant purpose – Expand pediatric, family primary care, OB/GYN and behavioral health services.</p> <p>Accomplishments – Provided nutrition and health education services to prevent and manage chronic diseases, including hypertension and diabetes. MCC had over 34,021 patients and outreach/health education services were provided to approximately</p>

Organizations	Health Needs Addressed	Programs
		5,500 individuals. They had a total of 126,850 medical visits. 2,120 patients with diabetes received care and 910 nutrition patient visits were completed. 3,374 patients with hypertension received care.
Operation Access	Access to care	Grant purpose – Free outpatient surgery to persons who would not have access to care. Accomplishments – Provided 311 donated surgical procedures and diagnostic services for 225 Marin County residents. 90% of patients reporting improved health and improved ability to work as a result of the surgery.
Ritter Center	Access to care Mental health Substance abuse	Grant purpose – Integrated healthcare services. Accomplishments – Ritter Center provided medical, mental health, and alcohol/drug treatment services to more than 1,600 unduplicated patients in 2017.
RotaCare San Rafael	Access to care Healthy eating and active living	Grant purpose – Free clinic operations support/volunteer recruitment and retention. Accomplishments – RotaCare Clinic of San Rafael provided services to 3,800 patients. RotaCare actively engaged 126 persons as volunteers. The clinic continues to maintain specialty clinics. The clinics are for nutritional support, stress management, dermatology, diabetes podiatry and vaccine. The clinic is leveraging resources to provide a specialty clinic with the focus on asthma and respiratory issues.
Senior Access	Access to care Social supports	Grant purpose – Adult Day Health Program financial assistance. Accomplishments – Over 15,000 hours of respite care were provided for family caregivers in Marin County. Thirty Senior Access clients were supported throughout 2017.
Whistle Stop	Access to care	Grant purpose – Transportation access to healthcare pilot program. Accomplishments – Through their transportation programs utilizing the Lyft Concierge platform, Whistle Stop ensured clients were able to keep their medical appointments. In 2017 they provided 532 client rides for 116 unduplicated riders. 93% of clients stated they would not have been able to attend their appointment without this service.

As part of our commitment to access to care in the community, MGH supports primary care and specialty care services for the uninsured provided by Marin Healthcare District's 1206(B) Clinics (Bon Air Internal Medicine, Cardiovascular Center of Marin, Marin Endocrine Center, Marin Internal Medicine, North Bay Family Medicine, North Bay Rheumatology, North Bay Urology, North Marin Internal Medicine, San Rafael Medical Center, Sirona Vascular Center, Tamalpais Internal Medicine,

West Marin Medical Center) and Prima Medical Foundation. In 2017, these clinics served 6,651 low-income patients over 20,741 visits, including Medi-Cal and Charity Care patients.

Community Building Activities

Community Building activities support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty and environmental concerns.

Coalition Building and Advocacy

Hospital representatives serve on a number of local organizations and committees that address health improvement. Marin General Hospital engages in advocacy efforts that support access to healthcare.

Financial Summary of Community Benefit 2017

Hospital community benefit funding for 2017 (January 2017 – December 2017) is summarized in the table below.

Community Benefit Categories	Net Benefit
Charity care ¹	\$2,334,498
Unpaid costs of Medi-Cal ²	\$29,439,607
Education and research ³	\$646,209
Other for the broader community ⁴	\$18,951,644
Total community benefit excluding unpaid costs of Medicare	\$51,371,958
Unpaid costs of Medicare ²	\$83,791,643
Total quantifiable community benefit	\$135,163,601

¹ Charity Care (financial assistance) includes charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed. Estimated costs are based on the overall hospital cost to charge ratio.

⁴ Costs related to the medical education programs and medical research that the hospital sponsors.

⁵ Includes non-billed programs such as community health education, screenings, support groups, clinics and support services. Also includes community benefit operations.

2018 Community Benefit Plan

As a result of the 2016 Community Health Needs Assessment (CHNA), priority health needs were identified. Marin General Hospital selected Access to Healthcare as a priority need for 2017- 2019. In conjunction with the CHNA report, Marin General Hospital developed an Implementation Strategy that describes goals, strategies, expected outcomes and tracking metrics.

Access to healthcare is a priority need because the ability to utilize and pay for comprehensive, affordable, quality physical, mental and oral healthcare is essential to maximize the prevention, early intervention, and treatment of health conditions such as obesity, cancer, diabetes, heart disease, asthma, oral health, mental health, and substance abuse. Our goal is to increase the number of individuals who have access to and receive appropriate healthcare services in Marin County.

Our strategies to address access to healthcare are to:

- Participate in government-sponsored programs for low-income individuals, i.e., Medi-Cal Managed Care, Medi-Cal Fee-For-Service.
- Provide financial assistance for qualifying individuals.
- Fund grant making to support Federally Qualified Health Centers or free clinics to strengthen coordinated care for vulnerable, at-risk, low-income, or uninsured individuals.
- Fund grant making or leverage internal resources to support community-based services that increase access to culturally competent healthcare, case management, advocacy, education and/or screening and early intervention for vulnerable, at-risk, low-income, or uninsured individuals.

Community Partnerships

Marin General Hospital is committed to support existing community resources and to leverage the assets it can bring to bear on local health needs. Marin General Hospital will work with others toward common goals to improve the health of the communities it serves. Additionally, Marin General Hospital will continue to actively participate on the Healthy Marin Partnership.

Measure Impact

Marin General Hospital will monitor and evaluate the programs and activities outlined above. Plans to monitor the Marin General Hospital strategies include the collection and documentation of tracking measures, such as the number of dollars spent, number of people reached/served, number of grants made. In addition, Marin General Hospital requires grantees to track and report outcomes, including changes in behavior and health outcomes. An evaluation of the impact of the hospital's actions to address this significant health need will be reported in the next scheduled Community Health Needs Assessment.

Contact Information

Address of Hospital Campus

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250 Bon Air Road
Greenbrae, CA 94904

Web Address

<http://www.maringeneral.org>

Community Benefit Contact

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